Journal of Systems Management

1970 Annual Index

General Works on Systems and Data Processing

General Systems Theory: A Tool For Social Analysis
Systems analysis promises to provide the tools to meet the social and technical needs of modern technological societies. (Oct.)
Alfred L. Thimm, Ph.D.

Surveying The 70's: A Basis For EDP Planning
The author has constructed a composite of the expert opinions of what to look for in the coming decade. (Sept.)
Louis Fried

Managing the Systems Effort

Achieving Full Value From Your EDP Operations
To get the best from EDP systems, management must plan, organize, and control the resources of the computer. (Feb.)
Michael R. Moore

Apply Logic To Your Procedure Writing
An approach to standardizing the basic concepts and terminology of procedure writing throughout the industry. (Jan.)
F. W. Fleischhauer

Applying Industrial Engineering Techniques To Computer Programming Management
There is a way to apply industrial engineering techniques to programming tasks to obtain improved staffing, utilization, and control. (Oct.)
William F. Brown, Ph.D., and Richard P. Mason

Communication Between Manufacturing and Systems Groups
Improving systems can be difficult when there is poor communication between the manufacturing and the systems groups. (Oct.)
Michael D. Moore

Defining Project Scope
Not accurately stating the scope of data handling problems leads to confusion in information management. Improvements need to be made. (Sept.)
Dr. Harold M. Sollenberger

Effective Planning With CPM
Alert office executives will find they can use CPM to plan, schedule, or control any kind of project from reorganization to a new product. (Mar.)
Joseph Horowitz

For Improvement's Sake
At times it is better to replace an object than to continue to repair it. The rationale should be the same for systems. (Nov.)
Kermit E. Gay

Information Systems Staff: Major Obstacles To Its Effectiveness, And A Solution, The
The effectiveness of a system depends largely upon developing good communication between the systems staff and line management. (July)
William Exton, Jr.

Involvement Of People: The Ideals Way
This approach to systems design emphasizes finding the best way to achieve the purpose of a system instead of improving an existing system. (June)
William C. Kulp

Practical Approach To The Systems Audit, A
This case history offers some ideas on how to make operating business systems produce more accurate and meaningful results. (Nov.)
J. B. Knight

Problems In Managing The Data Processing Department
The increasing sophistication of computer activities makes the manager's problems even greater. (May)
Harry V. Reid

Role Of The Systems Man In Study Teams, The
There is a current emphasis in the systems field on the value of using group study teams as an effective method for change. (Oct.)
Kenneth L. Brookfield

Skills Inventory System, A
Here is a case history that shows how one firm developed a system for effectively using the talent pool existing within its organization. (July)
Paul F. Fritton

Structure For Managing Systems, A
The author describes methods for structuring and documenting key elements of business information systems. (Mar.)
W. C. Walker

Systems Approach To Operational Development In Municipalities, The
The author discusses some of the factors and research studies that have made government information systems workable. (July)
Robert J. Byron

Total Systems: Operating Objective Or Planning Structure
The scope of total systems must be beyond that of a systems project. Total systems must be concerned with the entire business. (Nov.)
Patrick J. O'Haren

Watch Your Statistics
An investigation of mistakes made by a keypunch operator reduced, on paper, her error factor from 17.5 percent to 0.3 percent. (Aug.)
Dr. Carl Hammer

Management Principles and Philosophy

Broad Look At The Assistant-To, A
The job of "Assistant-To" could be just right for an aggressive, energetic person with a definite goal and the ability to reach it. (Oct.)
Robert G. Vitagliano

Communicate When You Write
One way to get decisions is to submit written communications to the manager that are easy to read and precise. (June)
Joseph W. Parker

Management Engineering
Management engineering should be an evolutionary step that will bridge the gap from management/science to general management. (Mar.)
Fred C. Stults

Selection and Training of Systems Personnel

Breaking The Talent Barrier
The gulf that now exists between systems managers and personnel departments must be lessened in order to attract future talent. (Dec.)
Frank C. Ardsley

Developing Future Managers—A Systems Approach
Here is an approach to developing future managers to meet the more strenuous performance standards that will be required of them. (Mar.)
Ralph J. Brown

Hawaii's Solution To The Systems Personnel Shortage
A case history showing how a promising solution was developed to ease a growing personnel shortage in the systems field. (Jan.)
Edward M. Currie and John L. Witwer

How To Evaluate Private Data Processing Schools—Part I
The rapid growth of the data processing field has spawned the fly-by-night data processing school. Here's how to tell the good ones. (Apr.)
Dr. George Allen, Ambrose Baca, and Campbell Gray

How To Evaluate Private Data Processing Schools—Part II
This second part of a two-part series tells how to evaluate the school's instructors, equipment, curriculum and facilities. (May)
Dr. George R. Allen, Ambrose Baca, and Campbell Gray

Operation Homer
To get ahead, a manager must educate himself. The author explains how he can choose the courses he needs and the schools that offer them. (July)
Chester Morrill, Jr.

Personnel Evaluation Process, The
This article discusses some of the major types of industry evaluation methods and some methods and forms used by the Government. (July)
Reginald C. Doiron

Toward A Systems Model Of Managerial Performance
The individual manager is the most variable element in any system. An approach to evaluating his performance is discussed. (Sept.)
Dr. William A. Shrode and Robert E. Wilkinson

Systems Training In The Top U. S. Firms
The results of an in-depth study showing the top corporations' attitudes and practices concerning systems management training. (June)
Dr. Lloyd L. Byars

You Probably Have More Money Than Brains
Manpower can be harder to find than capital. Here is a way to evaluate proposals in terms of a company's return on manpower. (Aug.)
A. W. Holtsberry

Information Collection, Storage Retrieval, Forms & Records Management

Automated Data Processing Documentation Control System, An
The use of proper documentation can keep a small change in one area from having devastating effects in other areas. (Nov.)
Sanford C. Simpson

Business Data Processing, Computing Or Communicating?
Do today's business data processing applications use a computer mainly for recording historical data? (May)
Myron Sofen

Changing The Company Name
When the company name changes, all business forms must be changed. This is where the systems analyst becomes most involved. (Dec.)
Gibbs Meyers

COM: Linking Speed With Speed
The author takes a look at some of the advantages of linking the two technologies of the computer and microfilm. (June)
Terry O. Smythe

Defining Adequate Systems Documentation
Good systems documentation is not something new. It is a basic systems task, not just something to fill idle time. (Dec.)
Belden Menkus

Little Paper Goes A Long Way, A
A workable trouble control procedure can keep the manager from being buried with conflicting data when the systems function jams. (June)
Frank C. Ardsley

Journal of Systems Management

1970 Annual Index

General Works on Systems and Data Processing

General Systems Theory: A Tool For Social Analysis
Systems analysis promises to provide the tools to meet the social and technical needs of modern technological societies. (Oct.)
Alfred L. Thimm, Ph.D.

Surveying The 70's: A Basis For EDP Planning
The author has constructed a composite of the expert opinions of what to look for in the coming decade. (Sept.)
Louis Fried

Managing the Systems Effort

Achieving Full Value From Your EDP Operations
To get the best from EDP systems, management must plan, organize, and control the resources of the computer. (Feb.)
Michael R. Moore

Apply Logic To Your Procedure Writing
An approach to standardizing the basic concepts and terminology of procedure writing throughout the industry. (Jan.)
F. W. Fleischhauer

Applying Industrial Engineering Techniques To Computer Programming Management
There is a way to apply industrial engineering techniques to programming tasks to obtain improved staffing, utilization, and control. (Oct.)
William F. Brown, Ph.D., and Richard P. Mason

Communication Between Manufacturing and Systems Groups
Improving systems can be difficult when there is poor communication between the manufacturing and the systems groups. (Oct.)
Michael D. Moore

Defining Project Scope
Not accurately stating the scope of data handling problems leads to confusion in information management. Improvements need to be made. (Sept.)
Dr. Harold M. Sollenberger

Effective Planning With CPM
Alert office executives will find they can use CPM to plan, schedule, or control any kind of project from reorganization to a new product. (Mar.)
Joseph Horowitz

For Improvement's Sake
At times it is better to replace an object than to continue to repair it. The rationale should be the same for systems. (Nov.)
Kermit E. Gay

Information Systems Staff: Major Obstacles To Its Effectiveness, And A Solution, The
The effectiveness of a system depends largely upon developing good communication between the systems staff and line management. (July)
William Exton, Jr.

Involvement Of People: The Ideals Way
This approach to systems design emphasizes finding the best way to achieve the purpose of a system instead of improving an existing system. (June)
William C. Kulp

Practical Approach To The Systems Audit, A
This case history offers some ideas on how to make operating business systems produce more accurate and meaningful results. (Nov.)
J. B. Knight

Problems In Managing The Data Processing Department
The increasing sophistication of computer activities makes the manager's problems even greater. (May)
Harry V. Reid

Role Of The Systems Man In Study Teams, The
There is a current emphasis in the systems field on the value of using group study teams as an effective method for change. (Oct.)
Kenneth L. Brookfield

Skills Inventory System, A
Here is a case history that shows how one firm developed a system for effectively using the talent pool existing within its organization. (July)
Paul F. Fritton

Structure For Managing Systems, A
The author describes methods for structuring and documenting key elements of business information systems. (Mar.)
W. C. Walker

Systems Approach To Operational Development In Municipalities, The
The author discusses some of the factors and research studies that have made government information systems workable. (July)
Robert J. Byron

Total Systems: Operating Objective Or Planning Structure
The scope of total systems must be beyond that of a systems project. Total systems must be concerned with the entire business. (Nov.)
Patrick J. O'Haren

Watch Your Statistics
An investigation of mistakes made by a keypunch operator reduced, on paper, her error factor from 17.5 percent to 0.3 percent. (Aug.)
Dr. Carl Hammer

Management Principles and Philosophy

Broad Look At The Assistant-To, A
The job of "Assistant-To" could be just right for an aggressive, energetic person with a definite goal and the ability to reach it. (Oct.)
Robert G. Vitagliano

Communicate When You Write
One way to get decisions is to submit written communications to the manager that are easy to read and precise. (June)
Joseph W. Parker

Management Engineering
Management engineering should be an evolutionary step that will bridge the gap from management/science to general management. (Mar.)
Fred C. Stults

Selection and Training of Systems Personnel

Breaking The Talent Barrier
The gulf that now exists between systems managers and personnel departments must be lessened in order to attract future talent. (Dec.)
Frank C. Ardsley

Developing Future Managers—A Systems Approach
Here is an approach to developing future managers to meet the more strenuous performance standards that will be required of them. (Mar.)
Ralph J. Brown

Hawaii's Solution To The Systems Personnel Shortage
A case history showing how a promising solution was developed to ease a growing personnel shortage in the systems field. (Jan.)
Edward M. Currie and John L. Witwer

How To Evaluate Private Data Processing Schools—Part I
The rapid growth of the data processing field has spawned the fly-by-night data processing school. Here's how to tell the good ones. (Apr.)
Dr. George Allen, Ambrose Baca, and Campbell Gray

How To Evaluate Private Data Processing Schools—Part II
This second part of a two-part series tells how to evaluate the school's instructors, equipment, curriculum and facilities. (May)
Dr. George R. Allen, Ambrose Baca, and Campbell Gray

Operation Homer
To get ahead, a manager must educate himself. The author explains how he can choose the courses he needs and the schools that offer them. (July)
Chester Morrill, Jr.

Personnel Evaluation Process, The
This article discusses some of the major types of industry evaluation methods and some methods and forms used by the Government. (July)
Reginald C. Doiron

Toward A Systems Model Of Managerial Performance
The individual manager is the most variable element in any system. An approach to evaluating his performance is discussed. (Sept.)
Dr. William A. Shrode and Robert E. Wilkinson

Systems Training In The Top U. S. Firms
The results of an in-depth study showing the top corporations' attitudes and practices concerning systems management training. (June)
Dr. Lloyd L. Byars

You Probably Have More Money Than Brains
Manpower can be harder to find than capital. Here is a way to evaluate proposals in terms of a company's return on manpower. (Aug.)
A. W. Holtsberry

Information Collection, Storage Retrieval, Forms & Records Management

Automated Data Processing Documentation Control System, An
The use of proper documentation can keep a small change in one area from having devastating effects in other areas. (Nov.)
Sanford C. Simpson

Business Data Processing, Computing Or Communicating?
Do today's business data processing applications use a computer mainly for recording historical data? (May)
Myron Sofen

Changing The Company Name
When the company name changes, all business forms must be changed. This is where the systems analyst becomes most involved. (Dec.)
Gibbs Meyers

COM: Linking Speed With Speed
The author takes a look at some of the advantages of linking the two technologies of the computer and microfilm. (June)
Terry O. Smythe

Defining Adequate Systems Documentation
Good systems documentation is not something new. It is a basic systems task, not just something to fill idle time. (Dec.)
Belden Menkus

Little Paper Goes A Long Way, A
A workable trouble control procedure can keep the manager from being buried with conflicting data when the systems function jams. (June)
Frank C. Ardsley

Microfilm Primer, A
A review of some of the equipment that makes microfilm an efficient means of storing and retrieving current information. (Feb.)
Stanley A. Brooks

Study Of Optical Character Recognition, A
OCR is just another means of capturing data. The author discusses some of the major equipment and factors in an OCR system. (Nov.)
Alfred Eisdorfer

Automatic Data Processing, Including Hardware, Software, and Applications

Can Computers Think—Yes (Maybe)
The author answers many of the arguments that hold the negative viewpoint of the "can computers think?" question. (Aug.)
Dr. Richard A. Kaimann

Computers And Middle Management
The results of a study to determine how the computer has affected middle managers and their job responsibilities. (Apr.)
Robert S. Jackson

Computer Applications Of Contribution Analysis
Here is a way to determine how a number of products stocked in various warehouses contribute to the overall profit of the company. (Aug.)
Dr. John G. Burch, Jr.

Computer Programs: Copyright Or Patent?
The problem is whether the best way for a businessman to protect his investment in computer programs is through a copyright or patent. (Nov.)
Richard F. Hass

File Conversion Planning
A major part of any file conversion effort should be planning. Here are some things to consider before undertaking any conversion activity. (June)
Eldon G. Nicholson

Myths Of Data Automation
Computers are not mysterious if the senior manager views them with the same common sense he uses for other daily problems. (Aug.)
Edward M. Tolliver

New Look At The Third Generation
A charge to systems professionals to become more expert, developing a greater knowledge about hardware, software, and services. (May)
John F. Keane

Preventive Maintenance Scheduling Information System, A
The author discusses a computerized preventive maintenance scheduling information system that is an easy-to-use management tool. (June)
Roger W. Elliott

Profitability Through An EDP Subsidiary
Management must make its investment in data processing profitable. One way is to establish the EDP organization as a separate subsidiary. (Sept.)
Lawrence J. Clarke

Purpose Of Computing Is Insight, Not Numbers, The
The author contends that educators should teach students to use the computer to gain insight into problems, not for processing numbers. (Jan.)
Dr. Richard A. Kaimann

Wheel Exists, The
New software packages and specialized consulting organizations could sharply reduce the need for in-house systems and programming talent. (Nov.)
James E. Hackney and Norman L. Paul

Management Sciences

Analysis Of Factors Using Multiple Regression
A method that tells the market researcher which factors have an effect on sales and to what extent. (May)
Ralph T. Hocking

Empirical Derivation Of Cost Inputs For Quantitative Analysis, An
No matter how sophisticated any quantitative method may be, its validity depends on the validity of the essential cost inputs. (Oct.)
Robert A. Oliver

"Make Or Buy" Decision Under Uncertainty, The
Here is an approach for reaching the decision to make or to buy a component necessary to the manufacture of a product. (May)
Dr. Edward J. Mock and David F. Miller

Management Science And The Administrator
Today's administrator has become dependent on scientific and technical specialties. Here are some guidelines to help with this problem. (Sept.)
Dr. Joseph Mehr

Meta-Adaptation For A Multi-Product Short Range Forecasting System
Here is a procedure for automatically, quickly, and accurately giving management sales forecasts in the short range. (June)
Dr. Ambar G. Rao and Dr. Arthur Shapiro

Overcoming Management By Crisis
Here is an approach to spotting the symptoms of management by crisis and finding the basic problems to bring about a cure. (Apr.)
C. Robert Busbey

Project Analysis By Computer Simulation
A practical application that shows how computer simulation was used to analyze the operations of proposed automated production facilities. (Mar.)
George D. Kesling

Technique Of Simulation
The author uses figures from the insurance industry to show how simulation techniques can help management determine future profits. (Feb.)
Dr. David Ebner

Understanding Systems Engineering
Here are some basic concepts, ideas, and terminology with which managers should be familiar to effectively use Systems Engineering. (Sept.)
Eugene J. Kovalcik

Management Information Systems

Advance Planning For The Systems Function
Guidelines must be established to determine the scope of an MIS project, to determine priorities, and to develop realistic plans. (Aug.)
Frank P. Congdon, Jr.

Capturing The Development Costs Of An Integrated MIS
One technique for gathering and analyzing cost data during the development of a management information system. (Jan.)
Dr. Noble S. Deckard

Community Effort Founds Data Bank
A project to produce statistics by geographic location resulted in a system of community cooperation and a data file. (May)
D. R. Epley

Data Center Assists Police In Crime Prevention
A data base shared by law enforcement agencies of Cincinnati and Hamilton County helps speed police operations. (Jan.)
Robert Dyment

Dictionary/Directory Method For Building A Common MIS Data Base, A
This method defines the characteristics and not the content of a common data base and details each item for computer retrieval. (Nov.)
John J. Cahill

Initiating A Total Information System
Here is what any research team must do before it can begin organizing a Total information System. (Apr.)
Dorothy Anne Seese

MIS And International Business
This article examines two functional areas to show the differences between an international and a domestic management information system. (June)
Dr. Paul M. Dickie and Niranjan S. Arya

MIS Development Procedures
Here is the way the author and other authors view the design of a MIS, plus a diagram of a network of events for developing a MIS. (Dec.)
Robert G. Murdick, Ph.D.

New Techniques Permit Old Solutions
A management information system can become a means to achieve standard methods of doing business. Here are some devices to use. (Feb.)
Herbert E. Martenson

Total Systems For Systems Studies
A training program for analysts should concentrate heavily on a basic problem-solving approach applied within the total systems concept. (Mar.)
Kenneth L. Brookfield

Space and Facility Planning

Home Office Of The Future, The
Through increased technological advances, the office employee of the future may conduct his daily business from his home. (Apr.)
William A. Lape

Systematic Space Planning In A Municipality
A case history of a study to effectively use existing city-owned space, and to prevent unnecessary building. (Feb.)
Marion J. Kammerer

Work Improvement, Measurement and Simplification

Administrative Manager's Dilemma
By using work measurement techniques, the administrator can eliminate unnecessary work, improve operations, and reduce costs. (Aug.)
Joan F. Luby

Short-Interval Scheduling—Way Out Of Production Inefficiency
The method described here is a way to focus management attention on production scheduling in order to improve efficiency. (Apr.)
Martin R. Smith

Graphic Presentation and Reports

Graphic Display For Management/Machine Interaction
Here is a way that graphic display devices can assist managers in absorbing and evaluating a wealth of detailed information. (Jan.)
W. E. Samuelson

Specific Systems Case Histories

Applying The Systems Approach To Advertising
The major advantage of using the systems approach in advertising is that it helps provide various alternatives for decision making. (Aug.)
Dr. Charles Y. Yang

Canada Computerizes Foreign Aid Operations
A case study showing how a data processing system was designed to allow non-trained users to automatically process data. (Feb.)
Kenneth Plant

Computer Aids Educationally Deprived Migrant Students
Migrant students' records are now being automated so that they may be transferred anywhere in the continental United States within hours. (Oct.)
David A. Lewis

Computer Support For Congress
Computer technology offers a potential to the legislator for collecting, processing and retrieving data that must not be ignored. (July)
Robert L. Chartrand

Controlling A Technical Information Collection
A case history that shows how an on-line, fast response system reduced clerical effort, space, and costs. (Sept.)
Miss Mary Jane O'Black

Systems Help Educational Planning And Control
By using systems concepts some California school systems have been able to show operating details in terms the taxpayer understands. (Dec.)
Richard D. Berg

How To Organize For Shared Systems
This case history shows the development of an information system among independent hospitals that had little data processing experience. (Dec.)
Albert P. Ameiss, Ph.D., Et. Al.

Zero Count Inventory
The author describes a cost-saving inventory procedure used by Sandia Laboratories in Albuquerque for physical inventory. (Feb.)
Cuvier J. McGarr